

Developing Strategic Capability

**Learn how organisations create winning strategies and stay
competitive in a changing world**

Module Code: BMSW6011

Lecturer: Scott James | Email: scott.james@uwtsd.ac.uk



About Me

I am Scott and I am excited to guide you through this module!

- **From Fishguard, Pembrokeshire – a beautiful coastal town in Wales**
- **Graduated from UWTSD in 2018 having started in 2013.**
- **Have recently worked in the software industry where I applied strategic planning daily**
- **Hobbies include nature walks, listening to podcasts, and building things (all things)**

Class Time and Location

Make sure you have all the important details for this module so you can plan your time effectively.

Key Information

Here are the essential details about when and where our module takes place. Check these details carefully and mark them in your calendar.



When

Every Monday from 9:30AM to 1PM. Please arrive on time and let me know if you cannot attend.



Where

IQ Building – IQ001



Important Date

Reading Week W/C 16th
February – this week there will be no classes.

Module Aims and Objectives

This module develops your strategic thinking skills and prepares you to analyse real organisations.



Use Practical Tools

Use fun and practical strategy tools to explore how organisations operate and compete.



Analyse Organisations

Take a closer look at where organisations stand, both inside the business and in the wider world around them.



Evaluate Strategy

Spot what's working well and what needs improving in an organisation's current strategy.



Create Solutions

Come up with creative and realistic strategy ideas that help organisations grow, adapt, and stay successful for the future.

Classroom Expectations

Use English

Please communicate in English during our sessions. This supports everyone's learning and development.

Show Respect

Be respectful when others are speaking.
Allow your peers to share their views and be open to different opinions.

Be Prepared

Bring any required materials and complete any pre-class work or readings so you're ready to participate.

Arrive On Time

Arrive on time for class (9:30AM!). If you're running late or unable to attend, please inform me in advance.

Phone Etiquette

Keep phones on silent and use devices for learning purposes only during class time, unless otherwise agreed.

Work Together

Work cooperatively with others, listen actively, and share responsibilities when working in groups.

More Classroom Expectations

Keep Our Space Clean

You're welcome to eat and drink in class, but please make sure to dispose of any rubbish properly. Help keep the space clean for everyone.

Be Open and Honest

Be open and honest, especially if you're facing challenges. It's important we create a trusting, supportive environment together.

Contribute to Discussions

Contribute to class discussions and activities. Your input is valuable and enriches the learning experience for all. Don't be shy!

Introductions

What is your motivation for study?

Tell us what inspired you to study this subject and what you hope to achieve.



How have you found your journey with the University so far?

Describe your overall experience at university. What has been positive and what could be better?



How could the university improve your journey?

Share constructive suggestions to help the university better support your learning and development.



What have been the high points?

Share the best moments or achievements from your university journey so far.

What are you hoping to achieve this term?

Tell us your goals for this module and what you want to learn or accomplish.

Weekly Schedule

**Week 1 – Introduction to Module and
Assessment**

W/C 12th January

**Week 3– Strategy, Environment &
Competitive Advantage**

W/C 26th January

**Week 5 = Strategic Frameworks and
Models**

W/C 9th February

Week 2 – What is Strategy?

W/C 19th January

Week 4 – The Importance of Strategy

W/C 2nd February

Week 6 – Reading Week (No Lecture)

W/C 16th February

Classroom Expectations

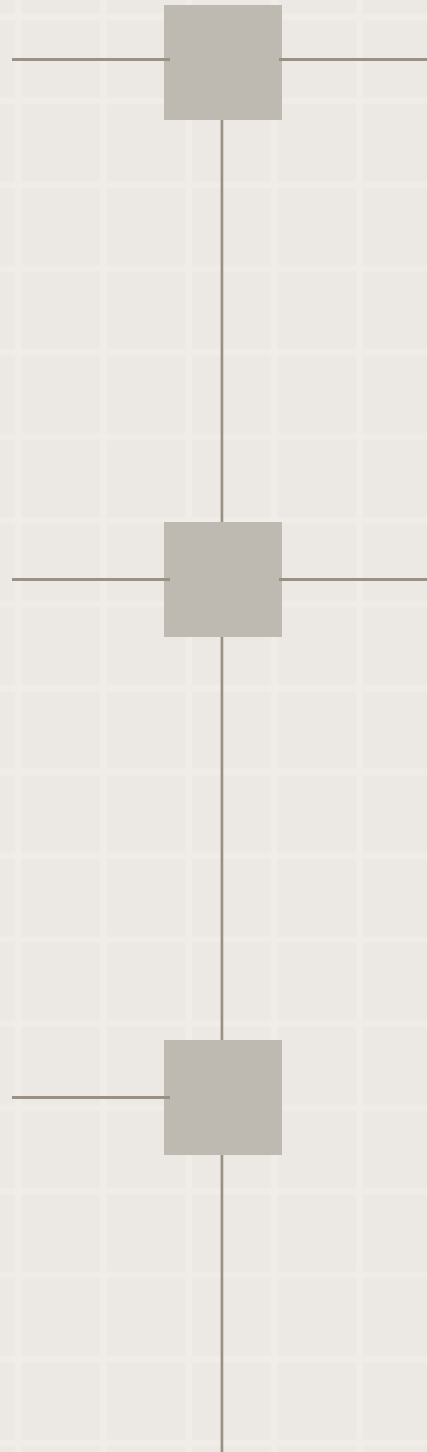
**Week 7 – Strategic Frameworks and
Competitive Advantage**
W/C 23rd February

Week 9 – Organisational Decline
W/C 9th March

**Week 11 – Module Recap and
Reflection**
W/C 23rd March

**Week 8 – Resources, Capabilities and
Competitive Advantage**
W/C 2nd March

**Week 10 – Acquisitions and
Diversification**
W/C 16th March



Assessment Context

4000 Word Report (+ / – 10%)

Organisations operate in increasingly complex and unstable environments. To remain competitive and sustainable, they must develop strong strategic capabilities to understand their environment, deploy resources effectively, and adapt over time.

This assignment requires you to analyse the strategic capability of a real organisation, applying the theories and frameworks covered in this module to evaluate its current position and future strategic direction.

Assessment Task

4000 Word Report (+ / - 10%)

Produce a 4,000-word report based on one organisation of your choice.

- **The organisation must be currently operating**
- **Your chosen organisation must be approved by your tutor**

Your report must be clearly structured and include the following sections:

Report Section 1: Organisational Overview

Write approximately 600–700 words providing a complete picture of your chosen organisation.

What to Include

Describe the organisation's sector, main activities, products and services. Explain where they operate geographically and recent major developments over the last three years.

1

Sector and Activities

What industry is the company in? What does it do? What are its main business activities and operations?

2

Products and Services

What products or services does the organisation offer? What are its main offerings that customers buy?

3

Markets and Geography

Where does the organisation operate? Which countries or regions? Who are its customers? What markets does it serve?

Report Section 2: External Environment and Stakeholders

Approx. 900–1,000 words

What to Analyse

Use frameworks to examine the external environment. Identify key opportunities and threats. Discuss stakeholder expectations and environmental pressures affecting the organisation.



PESTLE Analysis

Examine Political, Economic, Social, Technological, Legal, and Environmental factors that impact the organisation's operations.



Porter's Five Forces

Analyse competitive rivalry, threat of new entrants, bargaining power of suppliers, bargaining power of buyers, and threat of substitutes.



Stakeholder Analysis

Identify key stakeholders (customers, employees, investors, suppliers). Discuss their expectations, interests, and power over the organisation.

Report Section 3: Internal Strategic Capability

Approx. 900–1,000 words

What to Evaluate

Use frameworks to examine the organisation's internal resources and capabilities. Identify key strengths and weaknesses. Assess how these contribute to competitive advantage and organisational performance.



Resource and Capability Analysis

Examine the organisation's tangible resources (money, equipment, facilities) and intangible resources (knowledge, brand, reputation, people). What does it have that competitors don't?



VRIO Framework

Apply the VRIO framework to assess if resources are Valuable, Rare, Inimitable, and have Organisational fit. This helps determine competitive advantage.



Strengths and Weaknesses

Identify what the organisation does well (strengths) and areas for improvement (weaknesses). Explain how these affect its ability to compete successfully.

Report Section 4: Strategy and Competitive Position

Approx. 800–900 words

What to Assess

Examine the organisation's current strategy. Analyse its position relative to competitors. Look for evidence of strategic alignment or strategic drift. Evaluate the strengths, limitations, and risks of the current strategy.



Strategic Approach

What is the company's main strategy? Is it cost leadership (cheaper than competitors), differentiation (unique and special), or focus on a specific market segment? How does it compete?



Competitive Position

Where does the organisation stand compared to competitors? Is it a market leader, challenger, or follower? What is its market share and competitive advantage or disadvantage?



Strategic Alignment or Drift

Does the organisation stay true to its strategy consistently? Or has it drifted away from its original direction? Is the current strategy aligned with the organisation's mission and goals?

Report Section 5: Future Strategic Direction

Approx. 700–800 words

What to Assess

Evaluate the alignment between strategy, vision, mission, and values. Identify risks such as decline or organisational inertia. Propose two to three strategic options for the future to ensure sustainability.



Alignment Evaluation

Does the organisation's current strategy align with its vision, mission, and values? Is leadership staying true to the company's core purpose? How well is the strategy supporting long-term sustainability?



Risk Identification

What risks does the organisation face? Could it experience decline? Is organisational inertia preventing innovation? What external or internal threats could impact future success?



Strategic Options

Propose 2–3 strategic options for the future. Each option should be justified using criteria such as suitability (does it fit the organisation?), acceptability (will stakeholders support it?), and feasibility (can the organisation implement it?).

Report Section 6: Conclusion

Approx. 300–400 words

What to Include

Bring together all your analysis from the previous sections. Summarise the main findings about the organisation's current position. Identify the most appropriate strategic direction for the future and explain why it's the best choice.



Summarise Key Findings

Review the main points from each section: organisational overview, external environment, internal capabilities, current strategy, and strategic assessment.



Strategic Recommendation

Based on your analysis, recommend the most appropriate strategic direction for the organisation. Explain why this option is better than others.



Final Thoughts

Conclude with insights about the organisation's future, the importance of strategic management, and how the recommended strategy supports long-term sustainability.

Presentation and Academic Requirements

Your report must follow professional academic standards and include all required elements.

Front Cover Page Must Include

Student name and student number, Module title and module code, Lecturer's name (Scott James), AI Acknowledgement statement, Clear report formatting with headings and sub-headings throughout the document.



In-Text Citations

Cite all sources used in your analysis. Include citations for facts, data, quotes, ideas, and theories from academic sources, textbooks, and websites.



Reference List

Provide a complete Reference List of 40 references. All references must conform to UWTSD's Harvard Referencing Guide (available on Moodle). Check your citations carefully.



Academic Integrity

Ensure all work is your own. Properly acknowledge all sources used. Failure to cite sources correctly is plagiarism and has serious academic consequences.



Assignment Deadline

Friday 27th March 23.59PM 2026

Getting Help

Email me(scott.james@uwtsd.ac.uk) if you have questions. It's important to ask for help early, not at the last minute.

Assignment Support Video

Strategic Capability





BREAK TIME

When we use the Term 'Strategy' what do we mean?

A Clear Goal

Strategy is about having a clear target or goal.
It tells you exactly what the organisation wants
to achieve in the future.

Without a clear goal, everyone works in
different directions and nothing gets
accomplished.

Using the Right Tools

Strategy means using the right tools, people,
and resources to reach the goal.
It's about making smart choices about what to
do, who does it, and when.
Good strategy ensures resources aren't wasted.

A Roadmap

Strategy is like a roadmap that shows the path
to reach that goal. It explains the steps and
direction the organisation will take.

A good roadmap helps everyone understand
what needs to be done and in what order.

Moving Forward

Strategy helps the organisation move forward
successfully, compete with others, and survive
in a changing business world.

It's the difference between companies that
thrive and companies that fail. Strong strategy
creates sustainable success.

What would happen if we did not utilise a strategy in Business?



Loss of Direction

Without strategy, the company doesn't know where it's going. It has no clear goals or plan. This causes confusion and poor decisions.



Weak Competition Position

Without strategy, competitors will beat you. Other companies with clear plans will win more customers. Your business will become weaker over time.



Wasted Resources

Without strategy, money and time are wasted on things that don't help. The company spends money on wrong things and loses valuable resources.



Business Failure

Without strategy, the company cannot survive. It struggles to adapt to changes. Eventually, it may close down and fail completely.

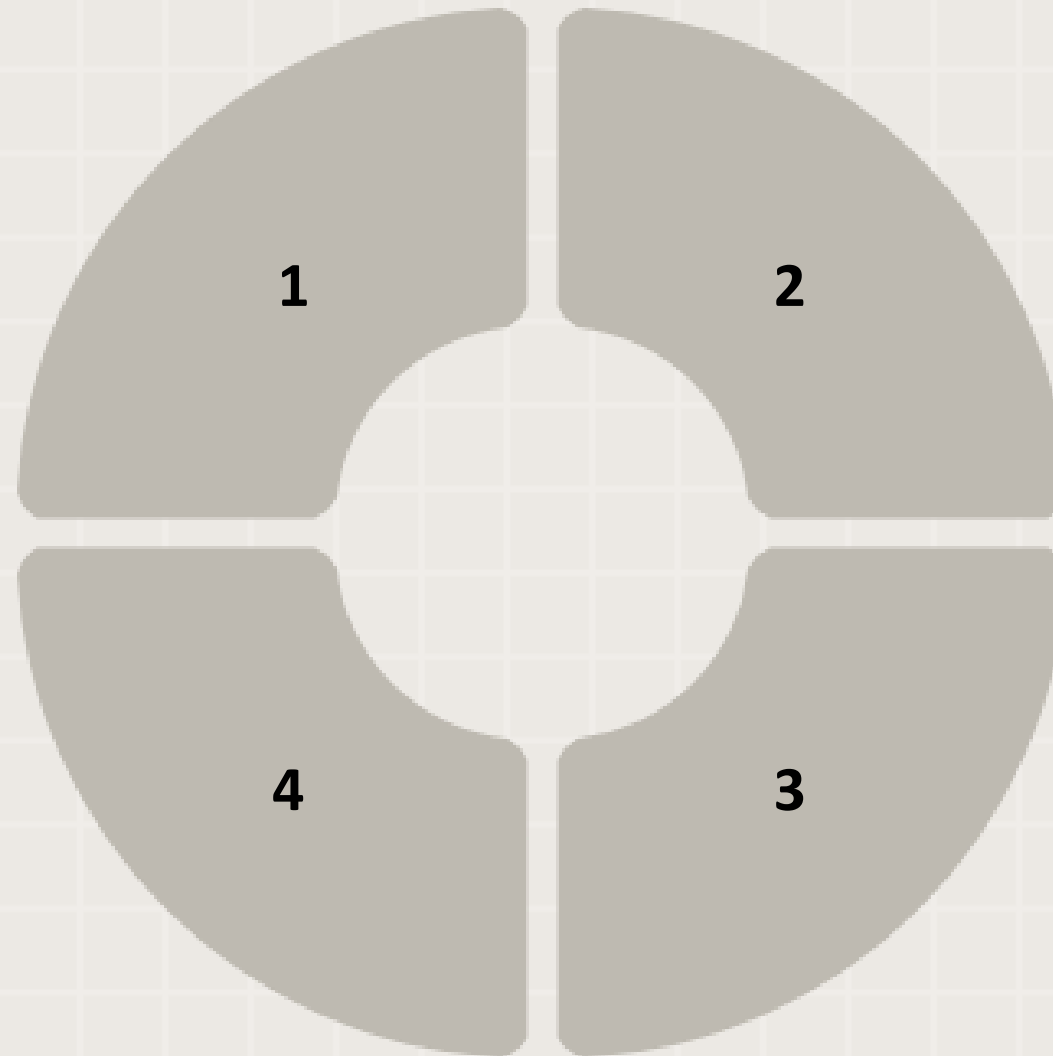
Why is this term applied to business?

Facing Competition

Businesses need strategy because they compete with many other companies. Strategy helps them find ways to be better and win customers.

Achieving Business Goals

Every business has goals and dreams. Strategy is the way to reach those goals and turn plans into real success.



Planning for the Future

The business world changes quickly. Strategy helps companies plan ahead and prepare for changes so they don't get surprised.

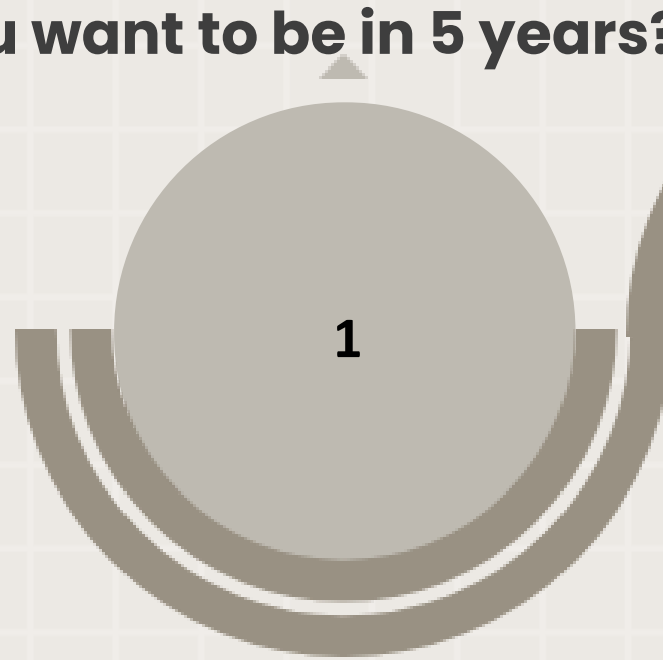
Making Smart Decisions

Strategy provides a framework for leaders to make important decisions. It helps them choose the best actions for company success.

May we utilise Strategy in our personal lives?

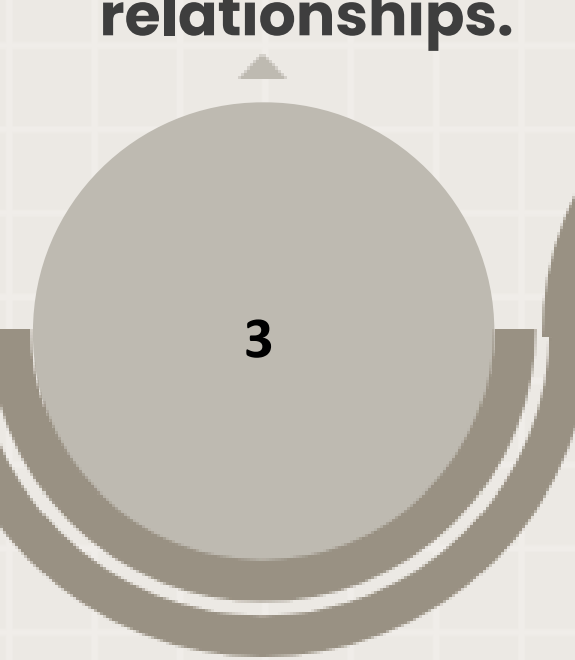
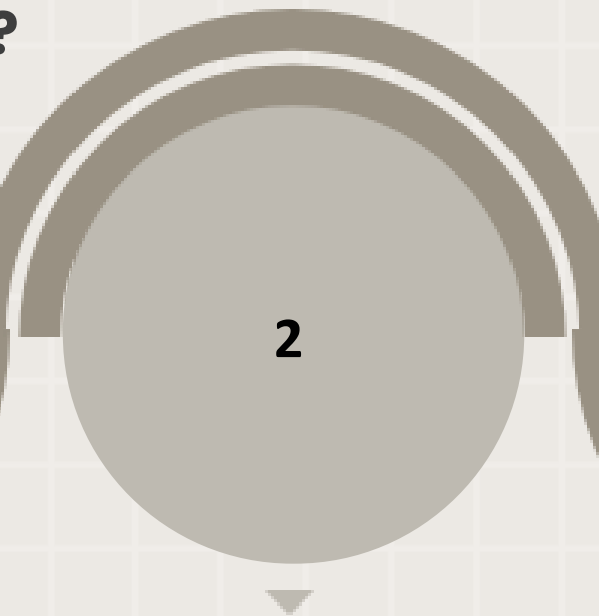
Set Clear Personal Goals

Just like businesses, you can use strategy to decide what you want in life. What do you want to achieve? Where do you want to be in 5 years?



Manage Your Resources

Strategy teaches you to use your time, money, and energy wisely. This helps you balance work, studies, hobbies, and relationships.



Plan Your Career Path

Strategy helps you plan your education and career. It guides you to make good choices about jobs, skills, and opportunities that fit your goals.

Achieve Your Dreams

With a clear strategy, you can turn your dreams into reality. A good personal plan helps you succeed and feel satisfied with your life.

The Importance of Strategy

1

Helps Organisations Survive

Strategy helps companies adapt to changes in the market and stay strong when facing challenges.

Without a good plan, companies can struggle and fail.

2

Creates Competitive Advantage

A smart strategy helps your company become better than competitors. It shows customers why they should choose your company instead of others.

3

Ensures Long-term Growth

Good strategy plans for the future and helps organisations grow steadily. It guides decisions today so the company succeeds tomorrow and beyond.

Assignment Next Steps

Step 1: Choose Your Organisation

Pick a real company. Get teacher approval before you start.

Step 2: Research and Plan

Learn about the company's background, business, and recent changes. This helps you understand it better for your analysis.



Key Points to Remember



Start Early

Begin your research now, don't wait until the last week



Ask Questions

Talk to me if you don't understand anything



Use Examples

Look at real companies from the news



Practice Writing

The report teaches you to think like a business strategist

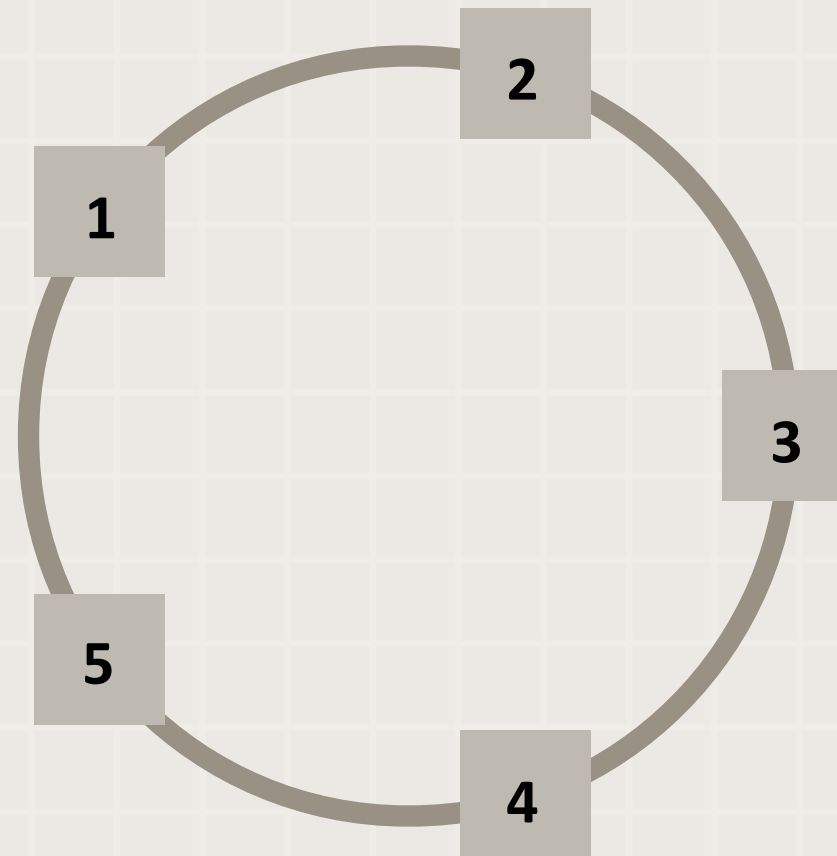
Next Week – What is Strategy?

Understand Strategy

Learn what strategy means and explore how it applies to organisations.

Think Strategically

Apply strategic thinking to real organisations and develop recommendations.



Develop Skills

Practice using strategic frameworks and tools to analyse real business situations.

Identify Capability

Recognise what makes an organisation strategically strong.

Know the Schools

Understand Mintzberg's 10 schools of strategy and different strategic approaches.

Reference List

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- Grant, R. (2022) *Contemporary Strategy Analysis*. 11th edn. Wiley.
- Johnson, G. (2016) 'Strategic drift and turning points', *Oxford University Press Blog*. Available at: <https://blog.oup.com> (Accessed 1 January 2026)
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- Mintzberg, H. (1990) 'The design school: reconsidering the basic premises of strategic management', *Strategic Management Journal*, 11(3), pp. 171–195. Available at: <https://www.jstor.org/stable/2486485>
- OECD (2023) *Global economic outlook*. Available at: <https://www.oecd.org> (Accessed 1 January 2026)
- Porter, M. (2008) *On Competition*. Harvard Business School Publishing.

A top-down view of a desk with a laptop, a cup of coffee, a notebook, and glasses. The text is overlaid on the image.

**If you have any questions, please do not
hesitate to get in touch.**

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